



clydebank housing association

***"Offering our community more than a home"***

Draft  
**Protocol for the Management, Appraisal and Support of the Chief Executive Officer**

Management Committee submission:	30 March 2021
Last Approved:	N/A
Date Approved:	
Next Review date:	March 2022

<b>CHA Objectives:</b>	<p>To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.</p> <p>To promote social inclusion by applying principles of equality and diversity to everything we do.</p>
<b>Regulatory Standards:</b>	<p>The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p>The RSL manages its resources to ensure its financial well-being and economic effectiveness.</p> <p>The governing body and senior officers have the skills and knowledge they need to be effective.</p> <p>The RSL conducts its affairs with honesty and integrity</p>

*This policy can be made available on request in a variety of different formats, such as on audio CD, in large print and translated into other languages.*

## **Purpose**

- 1.1 This protocol sets out clear arrangements for the management, appraisal, supervision and support of the Chief Executive by the Management Committee of Clydebank Housing Association (CHA).
- 1.2 The protocol reflects the specific requirements of the Scottish Housing Regulator's (SHR) Regulatory Framework.

## **Line Management**

- 2.1 The appointment of the Chief Executive is a key function of the Management Committee of CHA. The Chief Executive, as the most senior staff member, plays a crucial role in the governance and leadership of the Association, and is the key link between the CHA Management Committee and the staff team. It is a key responsibility of the Chief Executive to use this link role to facilitate good governance across the organisation.
- 2.2 The Chief Executive will have considerable experience of working at a senior level in an organisation and will not require close day-to-day supervision in order to carry out their responsibilities. However, it is essential for good governance that there are clear arrangements in place for management and supervision of the Chief Executive, at an appropriate level, and that the Chief Executive is supported effectively by the CHA Management Committee in their role.
- 2.3 The Management Committee of CHA delegates responsibility to the Chair to act in a line manager role for the Chief Executive. As such, the Chair will be responsible for arranging periodic one-to-one meetings with the Chief Executive throughout the year to:
  - review progress against key objectives;
  - discuss the effectiveness of their performance and contribution to the leadership and governance of the Association;
  - discuss any areas of concern regarding Management Committee, management and staff team inter-relationships;
  - discuss Management Committee agenda planning and other issues; and
  - discuss any support, training and development required by the Chief Executive.
- 2.4 Authorisation for any leave and absence required by the Chief Executive will be sought from the Chair of CHA, who will be the key contact during any period of extended absence and for absence management arrangements. The SHR will be informed of any instances of prolonged absence per its Notifiable Events procedures.

## **Performance Management at Clydebank HA**

- 3.1 CHA seeks to take an integrated approach to performance management and sets this out in our Performance Management processes. These processes support individuals to contribute towards achieving organisational goals.

- 3.2 The Business Plan process sets out the Association's approach to how organisational objectives, priorities and targets are set and reviewed each year. This process is integrated with the annual budget preparation process, the governance self-assurance framework and our risk management strategy.
- 3.3 CHA has a system of individual staff appraisal which is linked to the business planning process. The Association agrees its annual business plan objectives per its annual timetable and plans and targets are set for each team and individual. Appraisals are conducted for all staff prior to the start of each financial year where the targets and priorities are confirmed for the coming year. The appraisal also includes an assessment of behaviours against our core values and comparison against key grading competencies.
- 3.4 The development needs of each staff member are identified and plans devised to meet these requirements.
- 3.5 The same principles are applied to performance management in relation to the Chief Executive, at an appropriate level, as to all other staff.

### **The Chief Executive's Appraisal**

- 4.1 The Chief Executive will have an annual appraisal conducted by the Chair and/or the Vice-Chair (supported by an independent consultant, if additional advice is required) prior to the start of each new financial year.
- 4.2 Appraisals will normally be conducted on a cascaded basis, starting with the most senior staff member (i.e. the Chief Executive) and continuing in hierarchical order, so that the priority tasks and targets can be cascaded effectively down through the organisation.
- 4.3 All staff appraisals should normally be completed by the end of April.
- 4.4 This appraisal will follow the same process as for other staff and include a review of performance against the previous year's objectives and performance standards, the key objectives to be achieved in the coming year, and any training, development or other support that will be necessary to enable these objectives to be successfully achieved. This process is set out in detail in the guidance for staff appraisals and is supported by a standard appraisal form. The guidance and form will be used for all staff appraisals including the Chief Executive's.
- 4.5 Because Management Committee Members do not work in the organisation from day to day and cannot observe the Chief Executive's interaction with staff, customers and other stakeholders, it is appropriate to gather feedback on performance from other sources as part of the appraisal process. At least every three years, and more frequently if deemed appropriate, a 360 degree feedback exercise will be conducted by way of preparation for the Chief Executive's appraisal. Observations will be sought on the Chief Executive's performance from both direct reports and other Management Committee

Members, and potentially from a wider group including other senior staff and key stakeholders.

- 4.6 In addition, one formal review meeting will be held between the Chair, Vice-Chair and the Chief Executive part-way through the year, to discuss progress. Regular one-to-one meetings with the Chair will also take place where performance and wellbeing may also be discussed.

### **Grievances and Disciplinary Matters**

- 5.1 Any grievances which the Chief Executive wishes to discuss or pursue more formally must be raised in the first instance with the Chair
- 5.2 Any grievances raised by staff or Management Committee Members relating to the Chief Executive must be raised in the first instance with the Chair.
- 5.3 Any disciplinary matters concerning the behaviour or performance of the Chief Executive must be raised with the Chief Executive by the Chair in the first instance, or in their absence, by the Vice Chair.
- 5.4 The Management Committee will have regard to the high sensitivity of all such matters set out above and will act with extreme care in all cases. The Management Committee will also ensure that all grievance or disciplinary matters follow the Associations approved Disciplinary and Grievance processes. The use of suitably experienced independent consultants to carry out any necessary investigations should always be considered. Regard must be had for any specific regulatory guidance in this area, especially that set out in the regulatory guidance on Notifiable Events.

### **Review**

- 6.1 This protocol will be reviewed every three years.

### **For Office Use Only – Required Actions**

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	No
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed	Yes